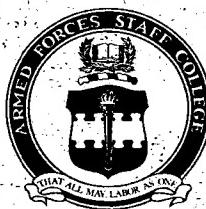


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# Descriptive Data of Intermediate Level Service Colleges

ARMED FORCES STAFF COLLEGE  
Norfolk, Virginia 23511

<b>Report Documentation Page</b>			Form Approved OMB No. 0704-0188	
<p>Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p>				
1. REPORT DATE <b>1975</b>	2. REPORT TYPE <b>N/A</b>	3. DATES COVERED <b>-</b>		
<b>4. TITLE AND SUBTITLE</b> <b>Descriptive Data Of Intermediate Level Service Colleges, 1975</b>			5a. CONTRACT NUMBER	
			5b. GRANT NUMBER	
			5c. PROGRAM ELEMENT NUMBER	
<b>6. AUTHOR(S)</b>			5d. PROJECT NUMBER	
			5e. TASK NUMBER	
			5f. WORK UNIT NUMBER	
<b>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</b> <b>Armed Forces Staff College Norfolk, VA 23511</b>			8. PERFORMING ORGANIZATION REPORT NUMBER	
<b>9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b>			10. SPONSOR/MONITOR'S ACRONYM(S)	
			11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
<b>12. DISTRIBUTION/AVAILABILITY STATEMENT</b> <b>Approved for public release, distribution unlimited</b>				
<b>13. SUPPLEMENTARY NOTES</b> <b>JFSC - WW II Declassified Records.</b>				
<b>14. ABSTRACT</b>				
<b>15. SUBJECT TERMS</b>				
<b>16. SECURITY CLASSIFICATION OF:</b> a. REPORT      b. ABSTRACT      c. THIS PAGE <b>unclassified</b> <b>unclassified</b> <b>unclassified</b>			<b>17. LIMITATION OF ABSTRACT</b> <b>SAR</b>	<b>18. NUMBER OF PAGES</b> <b>78</b>
<b>19a. NAME OF RESPONSIBLE PERSON</b>				

DESCRIPTIVE DATA OF INTERMEDIATE LEVEL SERVICE COLLEGES

NOVEMBER 1975

AIR COMMAND AND STAFF COLLEGE

NAVAL WAR COLLEGE

COLLEGE OF NAVAL COMMAND AND STAFF

MARINE CORPS COMMAND AND STAFF COLLEGE

ARMY COMMAND AND GENERAL STAFF COLLEGE

ARMED FORCES STAFF COLLEGE

DESCRIPTIVE DATA OF INTERMEDIATE LEVEL SERVICE COLLEGES

NOVEMBER 1975

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## **MISSION STATEMENT**

### **AIR COMMAND AND STAFF COLLEGE**

To prepare selected officers for the command and staff duties of Majors and Lieutenant Colonels.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

To enhance the professional capabilities of its students to make sound decisions in both command and management positions, and to conduct research leading to the development of advanced strategic and tactical concepts for the future employment of naval forces.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

To provide high level professional education with emphasis on Marine air/ground task forces in amphibious operations for field grade officers of the Marine Corps, other Services, and foreign countries; to prepare them for command and staff duties at Regiment/Aircraft Group and Division/Wing levels and assignments with departmental, joint, combined, and high level service organizations. And, to conduct the reserve officer courses with emphasis on amphibious operations in order to prepare selected reserve field grade officers for command and staff duty at the Regiment/Group and Division/Wing levels. (Pending approval by Headquarters, Marine Corps).

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

To improve and broaden the professional competence of selected commissioned officers, to prepare them for command and staff positions of greater responsibility, and to provide them with a firm foundation for continued professional growth.

The College exists to develop the tactical understanding, intellectual depth, and analytical capability of selected

officers to enable them to conduct successful operation and to efficiently manage Army resources (manpower, equipment, money, and time) when they assume duties of increased responsibility with the Army in the field as commanders of battalion-, brigade-, and equivalent-sized units; as principal staff officers from brigade through higher echelons; and as principal staff officers in theater army commands; as Army General Staff officers; as military assistance officers; and as major Army, joint, unified, and combined command staff officers.

The College curriculum is designed to achieve these primary objectives that will enable the graduate to:

- train his unit to accomplish its deployment mission;
- conduct combined arms tactical operations;
- participate in the evolution of tactical doctrine within the context of national strategy;
- manage Army resources (men, materiel, dollars, and time) through the application of sound management principles, policies, and practices;
- prepare staff actions and research which formulate and conceptualize viable alternatives for problems confronting the military decision makers;
- expand his knowledge of military forces and their environment, capabilities and limitations, and the strategy that governs their use; and to broaden his role as a military officer tasked with the assessment and employment of military power; and
- develop a stimulated imaginative attitude toward his future and that of the Army.

#### **ARMED FORCES STAFF COLLEGE**

To conduct a course of study in joint and combined organizations and operational planning, to include the supporting organizations and operations of the U.S. Military Services, and in related aspects of national and international security, in order to enhance the preparation of selected military officers for duty in joint and combined operations and planning in higher echelons of the Department of Defense and international military organizations.

LENGTH OF COURSE

**AIR COMMAND AND STAFF COLLEGE**

Ten months--One class (610 students) graduates each year.

**COLLEGE OF NAVAL COMMAND AND STAFF**

Ten months--One class (approximately 200) graduates each year.

**MARINE CORPS COMMAND AND STAFF COLLEGE**

Ten months--One class (139 students) graduates each year.

**ARMY COMMAND AND GENERAL STAFF COLLEGE**

Ten months--One class (1102 students) graduates each year.

**ARMED FORCES STAFF COLLEGE**

Five months--Two classes (548 students) graduate each year.



## **ORGANIZATION**

### **AIR COMMAND AND STAFF COLLEGE**

Commandant is responsible directly to the Commander, Air University. His staff includes a Vice Commandant and Directors of Curriculum, Student Operations, Nonresident Programs, Administration, and Evaluation. He is advised by Army and Naval/Marine Advisory Groups and a Civilian Educational Adviser.

The Directorate of Curriculum is divided into four instructional divisions and a special programs division. Each of the instructional divisions is responsible for an area of the resident curriculum instruction. Two exchange officers, one Royal Air Force and one German Air Force, are assigned to the Directorate of Curriculum as advisers.

The Directorate of Student Operations is divided into four Wings, each divided into ten 15-man seminar groups. One faculty instructor supervises each seminar.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The Naval War College, under its President, is divided into four functional organizations headed by the Deans of Academics, Administration, Advanced Research, and the Dean of Students. The President has senior representatives of each Service and the Department of State as advisers. There are three academic departments reporting to the Dean of Academics, each chaired by a professor or Naval officer: Strategy, Management, and Tactics. Also within his purview is the Advanced Research Program, the Center for Continuing Education, the Center for War Gaming, the Naval War College Library, the Naval Staff Course, and the Naval Command College.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

The Director is responsible to the Director of the Marine Corps Education Center who is in turn responsible to the Commanding General, Marine Corps Development and Education Command.

His staff includes an Assistant Director, Chief of Academic Department, Academic Supervisor, a Professor of English and his Assistant, and 13 other faculty and staff officers organized into an Academic Department and an Administrative and Support Department.

The Academic Department is further divided into three instructional divisions: Command, Strategy, and Landing Force Operations. The student body is divided into twelve conference groups of 11 to 12 students. One faculty adviser is assigned to each group.

The Command and Staff College also has access to an Adjunct Faculty, a group of Marine Reserve officers who are scholars, teachers, and administrators within the academic community and public service field. All have doctorates.

#### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The Commandant is responsible directly to the Commander, U.S. Army Training and Doctrine Command. His staff includes a Deputy Commandant; Academic Chief of Staff; the Secretary; an Educational Adviser; Directors of Resident Instruction, Nonresident Instruction, Doctrine, Allied Personnel, and Master of Military Art and Science; a Class Director; an Information Systems Officer; and the editor of the Military Review. He receives advice and assistance from the Faculty Board, the representatives of each of the military services, and the Allied Liaison Sections.

Major Departments of Tactics, Command, Strategy, and Logistics are designed for instruction. Students are assigned to the Class Director for administration and organization. They are divided into divisions, further into sections, and then into work groups of 12-16 students. One counselor is assigned for every five or six students.

## **ARMED FORCES STAFF COLLEGE**

The Commandant is responsible directly to the Joint Chiefs of Staff. He receives advice and assistance from a representative of each of the military Services and the Department of State. When these senior representatives act as a corporate body, they are known as the Policy Advisory Board.

Functions of the staff and faculty, headed by a Chief of Staff, are organized under two Directors: Instruction, and Academic Support and Administration. The faculty is divided into four groups under the Director for Instruction. Three of these groups are responsible for the 15 student seminars. The other group is concerned with Curriculum Development. Three faculty officers, one from each of the military departments, are detailed to each seminar as permanent advisers.



## FACULTY

### AIR COMMAND AND STAFF COLLEGE

The faculty is carefully selected on the basis of individual background, experience, ability, and potential. Nominated by the Military Personnel Center, most are graduates of an Intermediate Service School. They are chosen from a broad range of specialties. It is desired that each faculty member have Southeast Asia experience and a master's degree. Seven are required to have doctorates. One hundred and seven are military (98 USAF, 4 USA, 2 USN, 1 USMC, 1 RAF, 1 GAF) and two are civilians.

### COLLEGE OF NAVAL COMMAND AND STAFF

The 72 member faculty of the Naval War College consists of 22 distinguished civilian professors, the majority holding Doctorates, and 50 military (34 USN, 5 USAF, 4 USA, 5 USMC, 1 USCG, 1 Royal Navy), selected for their exceptional previous performance and demonstrated scholarship. The faculty is divided nearly equally into the three academic departments; Strategy, Management, and Naval Operations, which support the College of Naval Warfare (senior course) and the Naval Command College (international course) as well as the College of Naval Command and Staff.

### MARINE CORPS COMMAND AND STAFF COLLEGE

The faculty of the Command and Staff College includes a Professor of English and an Assistant Professor of English, Chief of Academic Department, an Academic Supervisor and 12 Marine officers assigned to the Academic Department.

Instruction is provided by the resident faculty of the college and members of instructional departments of the Education Center; from other resident and nonresident schools; the adjunct faculty; and the University of Virginia.

Members of the resident faculty at the Command and Staff College are selected on the basis of individual background, superior performance in recent command or high level staff assignments and expertise in their assigned field.

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Members of the faculty are selected and assigned to one of the four instructional departments based on their expertise. This expertise may have been acquired by formal schooling, civilian and/or military, by actual experience, or both. All military faculty members must be graduates of CGSC or an equivalent intermediate service college. There are 58 validated positions on the faculty requiring a specified civilian graduate degree. The military faculty is augmented by the Consulting Faculty composed of 77 Reserve officers selected from the leaders of business, the professions, and academia. Consulting faculty members serve as academic and research consultants, classroom instructors, and seminar leaders. There are 226 faculty members. Two hundred twenty-two are military and four are civilians.

### **ARMED FORCES STAFF COLLEGE**

Faculty members selected are officers of outstanding backgrounds who are qualified for filling command and staff positions of increased importance and responsibility. Graduate level education is required for 14 specific billets and joint/combined staff experience is desired for all faculty. Officers must be graduates of an intermediate service school and further education at a senior service college is desirable. Composition includes 55 military officers (19 USAF, 18 USA, 13 USN, and 5 USMC).

## **LIBRARY/LIBRARIAN**

### **AIR COMMAND AND STAFF COLLEGE**

The Air University Library services all school's under the Air University command and libraries throughout the Air Force on request. It is the largest in military service and contains more than 325,000 volumes, 500,000 maps, and 750,000 military documents. The librarian reports directly to the Commander, Air University, and does not participate in curriculum planning.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The Naval War College libraries consist of an academic library (80,000 titles, 145,000 volumes), a document library (60,000 classified documents), a tactical doctrine publications library, and a significant Naval Historical Collection. The Library also cooperates with other libraries in the area and is a member of the New England Library Information Network. A new library facility in Hewitt Hall will be completed this year and will incorporate automated library methods and a more functional library with additional space for staff and students. The librarian enjoys faculty status and participates in curriculum planning and is supported by 15 professional and 23 clerical personnel.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

The Library is the professional reference library for the Marine Corps Development and Education Command. Specializing in books and unclassified reference materials on amphibious operations and related military subjects, and on national and international affairs, the collection numbers over 55,000 book volumes and 30,000 non-book items. In addition, the Classified Control Center holds approximately 200,000 classified documents. The librarian does not participate in curriculum planning.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The CGSC Library is centrally located in Bell Hall, the main academic building, and contains nearly 100,000 book volumes and 250,000 documents of all classifications, including materials on microfilm and microfiche. The collection is heavily weighted in materials related to military art and science and related disciplines at graduate level. An on-line information terminal connects the Library directly to the Defense Documentation Center and provides an excellent additional base for research.

The unclassified section of the Library is available to the user 16 hours daily and weekends. During the first term, the classified section is open during duty hours; during the second and third terms, the classified section is open an additional 24 hours weekly to provide facilities and assistance for students writing research papers on classified subjects.

The Library staff is authorized 10 professional and 26 technical and clerical personnel. The Library seats over 400 students and provides 42 study carrels for students engaged in individual research.

## **ARMED FORCES STAFF COLLEGE**

The Library contains approximately 72,000 book volumes, 75,000 documents of which 25,000 are classified, and 3,600 microfiche titles. College archives are also maintained by the Library. In FY 1975, \$34,000 was allocated for new books, periodicals, and supplies. Seating capacity is 128. A staff of 21 consisting of 8 professional librarians and 13 nonprofessionals keep the facility open 73 hours each week when student workload demands. Professional assistance is always available. The senior librarian is a member of the staff and is informed of requirements through conferences and staff meetings.

## **EDUCATION ADVISER**

### **AIR COMMAND AND STAFF COLLEGE**

A civilian education adviser acts as adviser to the Commandant and faculty on all matters concerning educational policies and practices. He acts for the Director for Curriculum in his absence on curriculum matters.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The President of the Naval War College is advised on educational matters by the Dean of Academics and the Chairman of the three academic departments. Prominent civilian educators are consulted as deemed necessary.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

The adjunct faculty contains several distinguished educational specialists, but these advisers are not available to the college on a full-time basis. The adjunct faculty provides instructional support and advice in educational management to the Director of the Education Center as well as to the Director of the Command and Staff College.

A civilian education adviser is a member of the Education Programs Department of the Education Center. He is available for consultation when required. However, priority of his effort is directed toward the Education Center as a whole.

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The civilian educational adviser provides personal assistance to the Command Group and the staff and faculty in matters of evaluation, instructional methods, and other features of the College program. He also functions as the Director, Master of Military Art and Science.

## **ARMED FORCES STAFF COLLEGE**

The College does not have a civilian education adviser. Advice concerning the curriculum originates with the Post Instruction Review Panel (PIRP) which is composed of the Directors of the Faculty Groups and the Curriculum Group, and the Chief, Evaluation and Data Systems Division. Their recommendations are forwarded through the Director for Instruction to the Chief of Staff and the Commandant as recommended revisions to the curriculum for subsequent classes.

## CIVILIAN PROFESSORS

### AIR COMMAND AND STAFF COLLEGE

None, although Air University has recently initiated a limited civilian professorship program similar to that of the Naval War College.

### COLLEGE OF NAVAL COMMAND AND STAFF

In addition to the Director of Advanced Research and the Professor of Libraries there are 22 civilian faculty members, 10 in Strategy, 10 in Management, and 2 in Naval Operations. A few are tenured, but the majority are on a one or two-year leave of absence from a civilian school or defense-related organization.

### MARINE CORPS COMMAND AND STAFF COLLEGE

The civilian education effort at the Command and Staff College falls into three categories: a resident Professor and Assistant Professor of English, University Contract Instruction, and the Adjunct Faculty. The resident Professor of English and his assistant conduct a course on Written Communication for selected students as part of the Marine Corps Command and Staff College core curriculum.

University Contract Electives are taught by professors from the University of Virginia Continuing Education Program. Electives are offered to enhance the variety and scope of the curriculum, broaden the students' educational experience by offering relevant general development courses, and provide students with a selection of subject material suitable to individual needs and interests.

The Adjunct Faculty complements the resident faculty. It endeavors to effect liaison between the Education Center and civilian academia, and to aid both the permanent faculty members and individual students in academic matters. Their tour of duty involves a minimum of four 2-day sessions during the academic year, plus two weeks of active duty with the college during the summer.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The Consulting Faculty is a group of active Reserve Officers who are also leaders in business, the professions, and academia and hold appropriate advance degrees in areas related to subjects in the College curriculum. These officers participate in all academic areas of the College on both a correspondence and active duty basis. Active duty tours usually are for two week periods, but some consultants remain as long as four weeks. Seventy-seven Reserve Officers are now participating in this program.

A total of four civilian professors are assigned to the College as instructors and specialists. Three are history professors and are assigned one to each of the Departments of Strategy and Tactics and one occupies the Chair of Visiting Professor of Military History. One writing professor is assigned to the Department of Command.

## **ARMED FORCES STAFF COLLEGE**

None.

## **GUEST SPEAKER PROGRAM**

### **AIR COMMAND AND STAFF COLLEGE**

One hundred and forty speakers--usually speak for 45 minutes to 1 hour and 30 minutes, then answer questions for 45 minutes.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The majority of the eighteen to twenty outside lecturers and panelists are invited to take part during relevant portions of the curriculum and speak on curriculum related topics. Each of the Chiefs of Service, the Chairman of the Joint Chiefs, and a select few additional lecturers from the Department of Defense speak annually. The Contemporary Civilization Lecture Series brings one speaker to the school monthly for an evening lecture to the students and their wives on subjects not related to the College curriculum but which may stimulate other intellectual interests. Additionally, each year brings a distinguished ranking officer from one of the world's navies to provide an international perspective.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

Twenty-seven speakers--usually speak for 1 hour, then answer questions for 30 minutes. Thirteen speakers address the audience for 1 hour, then interact with students through seminars, panel discussions, and question and answer periods--for periods of 2-4 hours.

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Twenty-five guest speakers--1 hour lecture, question and answer period of 50 minutes. Approximately one half of these speakers remain for seminars with selected students and faculty. In addition to the Guest Speaker Program, which supports the common curriculum, there are eighty to ninety guest lecturers who visit the College to address students in the electives program. These presentations vary from 1 to 4 hours in length depending on the topic.

## **ARMED FORCES STAFF COLLEGE**

Seventy-five speakers--usually speak for approximately 45 minutes and then answer questions for 45 minutes. Selected speakers are invited to remain for a special afternoon conference with selected students who represent their respective seminars.

## **STUDENTS**

### **AIR COMMAND AND STAFF COLLEGE**

Typical class size: 610 total (498 USAF, 14 USA, 7 USN, 7 USMC, 13 ANG, 12 ARES, 10 civilian, 49 Allied).

Rank: 18 Lieutenant Colonels, 343 Majors, 239 Captains, 6 GS-13, 4 GS-12 (and/or equivalent ranks/grades).

Age: Range 30-46 years, average 34.6 years.

Education: 12 doctorates, 219 masters, 316 baccalaureates, 14 no degree (Allied not included).

Approximately 15% of the students live in government quarters.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Typical class size: 220 total (153 USN, 24 USA, 14 USAF, 20 USMC, 4 USCG, 5 civilians).

Class profile 1974: 212 total (142 USN, 24 USA, 14 USAF, 19 USMC, 4 USCG, 9 civilians).

Rank: 187 Lieutenant Commanders/16 Lieutenants or equivalent rank other Services.

Civilians: 1 FS-10, 5 GS-12, 2 GS-13, 1 GS-14.

Age: Range 27-43 years, average 34 years.

Education: 91 masters, 121 baccalaureates.

Government quarters available for eligible students.

## **MARINE CORPS COMMAND AND STAFF COLLEGE**

Typical Class Size: 139 total (104 USMC, 18 Allied, 10 USA, 5 USN, 2 USAF).

Rank: 32 Lieutenant Colonels, 107 Majors (and/or equivalent ranks/grades).

Age: Average 37 years.

Education: 2 doctorates, 47 masters, 72 baccalaureates (excludes Foreign Officers).

Government quarters are available for most students.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Typical class size: 1102 (980 USA, 28 other Services, 94 Allied).

Rank: 30 Lieutenant Colonels, 727 Majors, 251 Captains (and/or equivalent ranks/grades). (Excludes Allied officers)

Age: average 34.6 years.

Education: 7 doctorates, 19 professional degrees (Doctors, Lawyers, etc.), 491 masters, 479 baccalaureates, 12 two years or less College. (Excludes Allied officers)

Ninety-one percent of the US students live in government quarters.

## **ARMED FORCES STAFF COLLEGE**

Typical class size: 274 total (82 USA, 80 USAF, 62\* USN, 18 USMC, 2 USCG, 15 civilian, 15 Allied). \*USN to 50 in August 76. Army, Air Force will each increase by 6.

Rank: 38 Lieutenant Colonels/Commanders, 236 Majors/Lieutenant Commanders (and/or equivalent ranks/grades).

Age: Average 36.1 years.

Education: 11 doctorates, 163 masters, 100 baccalaureates

Government quarters are available for students.



## ACADEMIC EFFORT

### AIR COMMAND AND STAFF COLLEGE

The curriculum is programmed to include approximately 26 hours of contact time and 26 hours for independent study and research per week.

Times during the academic year are broken down into the following categories:

Lectures (Faculty & Guest Speakers)	379 hours
Seminar	406*
Electives	48
TOTAL CONTACT HOURS OF INSTRUCTION	833
Allied Officer Presentations	6
Intelligence Briefings	9
Physical Conditioning	120
Administration and Ceremonies	18
Conference Periods	30
Independent Study and Research	584
TOTAL OTHER SCHEDULED ACTIVITIES	767
TOTAL CURRICULUM TIME	1600

\*Includes field trips--approximately 8 hours per student per academic year.

## **COLLEGE OF NAVAL COMMAND AND STAFF**

The curriculum is designed to totally involve the individual student. The emphasis is on the thinking process rather than the accumulation of facts. The result is concentration on individual effort to develop reasoning capacity and analysis of the elements of choice in the specific areas of strategy, tactics and management.

### **Strategy and Policy (10 week Trimester)**

6.5 hrs/wk contact time

Lectures (Faculty and Guest Lecturers) 35 hours

Seminars 39 hours

Reading assignments 1000 pages per week

Written work--3 essays 5-10 pages

Midterm and final examinations 6 hours

### **Defense Economics and Decision Making (Management)**

(14 week Trimester)

12 hrs/wk contact time

Lectures (Faculty and Guest Lecturers) 40 hours

Seminars 156 hours

Reading Assignments 300-400 pages per week

Written work--2 essays, 1 term paper,  
case study briefs

Examinations--final (3) 9 hours

### **Naval Operations (14 week Trimester)**

12/14 hrs/wk contact time

Lecturers (Faculty and Guest Lecturers) 34 hours

Seminars 117 hours

Demonstrations and Game Play	30 hours
Reading assignments 300-450 pages per week	
Written work--3 essays, 5-10 pages each	
Examinations--Midterm and final	6 hours
Research Preparation	152 hours*
Independent Study	985 hours
TOTAL Curriculum Time	1600 hours

\*Indicates time set aside in the syllabus specifically for research.

#### MARINE CORPS COMMAND AND STAFF COLLEGE

Lectures (Faculty only)	200.5 Hours
Guest Speakers	84.5
Conference/Panel Discussions	76.5
Seminars	83.5
Group Application	351.5
Electives	144.0
Individual Application	24.0
Self-Paced Instruction	34.0
Other	91.5*
TOTAL Curriculum Time	1,090.0**

\*Critiques, demonstrations, illustrative problems, exams, programmed instruction, etc.

\*\*Excludes Director's time, administrative time, the physical fitness program, and holidays.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The normal scheduled student class week is based on 30 hours, some of which may be noncontact time.

Lecture	64
Lecture/Conference	163
Problem Solving - Individual	50
Problem Solving - Small Group	189
Discussion	202
Guest Speakers	92
Electives	360
Special Study Project	40
*Other	<u>28</u>
	1188

\*Includes noncontact time, examinations, and the physical training test.

## **ARMED FORCES STAFF COLLEGE**

Contact time does not normally exceed 35 hours per week. Normally, a guest lecture is scheduled for 2 hours each morning and the remaining time is spent in seminar.

Times are broken down into the following categories:

Lectures (Faculty only)	18 Hours
Guest Speakers	138
Seminar	454
Other	<u>55*</u>
TOTAL Curriculum Time	665**

\*Includes scheduled research time, counseling, and field trips.

\*\*Does not include research preparation; independent study; or athletic time.



**CURRICULUM**  
**AIR COMMAND AND STAFF COLLEGE**

Area I--Staff Communications and Research--Fundamentals of Effective Staff Communications, Staff Papers and Presentations, Research Program, Application of Staff Skills.

120 Hours

Area II--Command and Management--Management Fundamentals, Command and Leadership, Analytical Techniques of Management, Management of Resources.

263 Hours

Area III--Aerospace Policies--Aerospace Policies in Planning Factors--U.S. National Security Policy Studies, Regional Planning Studies.

80 Hours

Area IV--Military Employment--Fundamentals, Doctrine and Strategy; General Purpose and Mobility Forces Planning and Operations; other Service Forces; Strategic Planning and Operations; NATO and Allied Exchange Program Studies; Air Force Future.

275 Hours

**COLLEGE OF NAVAL COMMAND AND STAFF**

**Strategy & Policy.** To prepare the students for command and for decision making positions in the fields of strategy and policy. This curriculum uses a series of weekly historical case studies to broaden the student's perspective from which to analyze problems. The case studies highlight such topics as Balance of Power, Imperialism, Coalition Warfare, Bi-polarity, and Total versus Limited War and offer historic examples of recurrent problems of war and peace which have faced modern Great Powers.

**Defense Economics and Decision Making (Management).** To enhance the student's capacity for analysis of complex defense decisions and develop an awareness of the fiscal, political, and technological constraints which limit such decisions. The course is structured to expose the student to three complementary approaches to decision making. Two formal courses explore modern concepts of economic choice, scientific decision making, and the behavioral aspects of decisions in organizations. The formal course work is complemented and expanded by case studies addressed in seminar. Problems of decision implementation in the context of current/projected economic and political environments are addressed in the final three weeks of the course.

**Naval Operations.** To develop the ability to work analytically, knowledgeably, and creatively with concepts of naval force employment. The course examines the principal naval missions through operations analysis, case histories, and games, as well as other techniques of tactical analysis and decision making. Technology factors of current and projected weapons systems, together with environmental physics, are covered in the early portion of the course as fundamental to the integrated employment of forces.

#### **MARINE CORPS COMMAND AND STAFF COLLEGE**

**Area of Study 1 - Command--Leadership, Professional Skills and Fundamentals, Staff Functioning, Management, Electives, Adjunct Faculty Seminars.**

594.5 hours

**Area of Study 2 - Landing Force Operations--Amphibious Operations, Operations Ashore, Special Subjects.**

351.5 hours

**Area of Study 3 - Strategy--Counterinsurgency; National Security Policy; Treaties and Alliances; Army, Navy, Air Force Roles, Missions, Organization, and Operations; International Relations; Naval/Maritime Strategy; Communist Political and Military Strategies; Domestic Forces and Factors Affecting the Military.**

144.0 hours

## ARMY COMMAND AND GENERAL STAFF COLLEGE

Department of Command - Instruction is presented in three areas: staff operations, management, and the profession of arms. Staff operations includes fundamentals of staff organization; command staff responsibilities, functions and procedures; effective writing; decision making; logical reasoning and problem solving. Management instruction encompasses the Planning, Programming and Budgeting System (PPBS) used at DOD, DA and major installation levels; decision making/systems analysis, and computer operations. The Profession of Arms instruction includes officer responsibilities and standards; fundamentals of human resource development and group dynamics; background of the American soldier; military law and administration; training; reserve components; personnel management, and personnel administration.

Department of Tactics - This course provides the framework for fusing the fundamentals of tactics with the dynamic realities of the contemporary air/land battle. After an introduction to the essential components of combined arms formations, students explore the imperatives to successful tactical operations with austere forces. Two operational scenarios provide the environmental background for instruction. The Middle East scenario examines strategic deployment considerations and contingency force operations. A European scenario provides the vehicle to explore military operations by a forward deployed corps and covers the planning and execution of tactical and logistical operations from corps through battalion. Essentials of defense, retrograde, and isolated unit operations are included. Throughout the course, the small group mode is emphasized to provide for attention to detail and a thorough critique of individual effort. Specific requirements within the course include: task organizing of forces; operations plans and orders; fragmentary orders; intelligence and logistics estimates; war gaming and free map play exercises. Also included are exercises in the detailed development of combat support and combat service support requirements.

Department of Logistics - This course is designed to strengthen the students' awareness of the role, scope, and impact of combat service support, especially with regard to operations of the Army in the field. The course develops understanding of the missions, functions, organizations, and operations of the combat service support system within the

corps and division. Planning exercises in the theater of operations involve both forward deployed and corps contingency operations. Students also receive instruction in logistics at the continental USA installation level, the wholesale base and how it supports the Army in the field, and new logistic concepts and emerging systems.

Department of Strategy - The department is organized into three distinct committees - Strategic Studies, Security Assistance, and Joint and Combined Operations. The Strategic Studies Committee presents instruction to increase the students' understanding of national security affairs, historical precedents of strategic thought and the evolution of US strategies since World War II, and contemporary world problems and issues which impact on US national interests to help develop student insight into the fundamental aspects of strategic environment. The course focuses on the strategic environment, the threat and the strategic response. The Joint and Combined Operations Committee familiarizes students with the relationships and functions of elements of our national defense structure; the joint environment within which Army forces conduct combat operations; and with service interactions and joint procedures. Lessons examine joint operations, the purposes and basic procedural aspects of the joint planning process, and combined military organizations incorporating forces of multiple allied nations. The Security Assistance Committee objectives are to enhance the student's understanding of the basic dynamics of collective civil-political violence; to enable the student to function as a commander, staff officer, or adviser in applying the principles of internal defense and development doctrine; and to prepare graduates to serve the Army in the field in controlling land, people, and resources. The course examines the causes and methods of dealing with internal political strife in developing nations.

## **ARMED FORCES STAFF COLLEGE**

**U.S. Military Forces -- Army Week, Navy/Marine Corps Week, Air Force Week, field trips, JCS lecture series.**

**107 hours**

**Defense Management -- Development and Theory, Gaming and simulation, resources management, analysis techniques, automatic data processing, personnel resources.**

**46 hours**

**Organization and Command Relationships -- Principles of organization of joint and combined commands; functions of the joint staff; types of major combatant commands and their relationships to the Executive Branch of government.**

**34 hours**

**U.S. Joint Planning Procedures -- Joint planning to include coverage of the Joint Operation Planning System, Concept Development and Plan Development; nuclear, chemical, and biological planning; foreign internal defense planning; unified command planning problem.**

**196 hours**

**Environment and Strategy -- U.S. environment, international environment, NATO planning exercise, national strategy, symposium, contemporary leadership.**

**99 hours**

**Communicative Arts**

**36 hours**

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## **METHOD OF INSTRUCTION**

### **AIR COMMAND AND STAFF COLLEGE**

To the maximum extent possible, lectures are presented by the resident faculty and other AU instructors. To provide a broad or different point of view, guest speakers present their ideas and expertise.

The seminar is the basic instrument for learning. About 40% of all academic instruction is conducted in small groups. Seminar methods incorporate faculty instruction, case studies, problem solving, and closed circuit TV.

**Individual Work --** Emphasis is placed on the development of the student's ability to prepare, document, interpret, and present information gathered from a variety of sources.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Individual reading and writing assignments in preparation for case study seminars constitute the principal instructional method. In seminar groups of 13-14 students and 1-2 faculty, student assignments, including essays and case study analyses, are discussed. Seminar composition is changed for each course to permit student exposure to a variety of experience, backgrounds, and expertise. Lectures, in limited numbers; panels; independent research; and examinations are also employed in support of the basic case study seminar methodology.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

The course is presented in the setting of a "Field Grade Officer's Workshop" wherein the emphasis is on confronting the officer student with situations and requiring him to solve problems of the sort he can expect to encounter in his ensuing years of service both in and out of the Fleet Marine Force.

Conference Groups account for 60% of instruction time; the formal lecture accounts for 18%; guest lectures 8%; individual application 2%; self-paced instruction 3%; and the remaining 9% is taken up by the research and writing program.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Lesson design emphasizes active participation by each student. Students are expected to be participants in a learning experience in every class. For this reason, wherever appropriate and possible, instruction is conducted in small groups. Seminars, conferences, practical exercises and individual and group research are common instructional methods. Students are encouraged to apply personal ideas and experiences as well as the principles and concepts presented by the instructor to solve problems. Except for guest speakers and a few faculty presentations, instruction is conducted in classes of 60 or 15 students.

## **ARMED FORCES STAFF COLLEGE**

The seminar is the basic method used for instruction. Most of the academic lectures presented by the faculty are to small groups of 18 students where thorough discussion can be included and material can be understood in depth. A wide variety of methods is used. Some classroom sessions are organized with the faculty or the student responsible for lectures or guiding discussions. Much of the small group work consists of problem solving with students in command and staff roles.

A very valuable program is that of inviting distinguished guest speakers to present their views on a wide variety of subjects. Lecturers are encouraged to present their views in an environment of academic freedom, permissive learning, and responsible intellectual inquiry.

Much individual effort (reading, writing, and speaking), is used to prepare for group and individual requirements and to present research and ideas.

## ELECTIVES

### AIR COMMAND AND STAFF COLLEGE

A mandatory program which enables every student to pursue in greater depth selected areas of special interest and need. Each course includes 24 hours of classroom instruction and 48 hours of individual preparation. Students choose one elective in the fall and another in the spring from a list of approximately 30. Electives do not count toward the off-duty education program.

### COLLEGE OF NAVAL COMMAND AND STAFF

Students are encouraged to enroll in at least one course of the optional elective program which is offered during the second and third trimesters to students desiring to pursue curriculum-related subjects to great depth. Elective offerings are designed to supplement the core curriculum and permit students to fill in gaps in their own experience and knowledge. Electives are taught by the resident faculty, in most cases, and 15-20 such electives are offered in a typical year.

### MARINE CORPS COMMAND AND STAFF COLLEGE

The electives program is included to provide each student an opportunity to increase his professional competence through advanced instruction designed to expand upon selected areas of the core curriculum, augment previous schooling or experience, or assist in development of a specialty.

Each elective requires 30 hours of classroom instruction. Students must complete a minimum of 60 elective hours during the academic year. However, many students opt to take two elective courses each semester.

Elective hours may be selected from two categories; University of Virginia contract courses, and Education Center supported courses. University of Virginia courses range from Geopolitics to Economics. Education Center courses range from Strategy to Military History.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The electives program provides an opportunity for each student to increase his professional competence in areas directly related to his branch requirements, Officer Personnel Management System (OPMS) specialties, and individual career needs. Each student is expected to complete 10, 40 hour elective courses, one of which is allocated to a student special study project. Elective curriculum includes courses taught by CGSC faculty and university contract courses. The special study project is designed to use the student's talent and experience toward the solution of a contemporary Army or joint force problem through directed individual or group effort.

## **ARMED FORCES STAFF COLLEGE**

**None.**

## **INDIVIDUAL RESEARCH PROJECT**

### **AIR COMMAND AND STAFF COLLEGE**

An acceptable research paper or its equivalent must be submitted by each student as a prerequisite to graduation. Appropriate research topics are solicited from the Air Force, the Joint Chiefs of Staff, the Department of Defense, and are coordinated with other Air University studies in similar areas. Students are informed in advance of the research requirement, including available options, and the program has been reoriented by giving additional emphasis to group studies on broad issues of current interest. Substantive research is also necessary to complete other written and oral assignments.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Each academic department (Strategy, Management, and Naval Operations) requires individual research projects as part of its core course. These efforts range from 5-10 page essays in support of seminar discussions to 15-20 page term papers on conceptual problems.

Highly qualified individual students may also apply for admission to the Advanced Research Program. If accepted they are partially or totally excused from the core curriculum during the second or third trimester, or both, and devote full time to their major research project. This program is also available to a small number of students following graduation from the Naval War College.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

As a part of the required research and writing program, each student writes: an essay on a professionally oriented subject; or an autobiographical sketch; a staff study based upon a given hypothetical situation; and a position paper on an approved subject.

In addition, selected students enroll in a course entitled Research Methodology, and work either as individuals or in small groups to complete an approved research project.

As an alternative to the Research Methodology Course, students participate either in the Written Communication Course, or in an Instructional Television Project.

Students enrolled in the Written Communication Course, taught by the Professor of English and his assistant, write a total of eight expository or narrative papers. The final paper is equivalent to a major undergraduate level term paper of 1500-2000 words.

Students who participate in the Instructional Television Project perform research, write a script, and produce one or more instructional television programs using the facilities of the East Coast Motion Picture and Television Production Unit.

#### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Each U.S. student is expected to complete a research report in one of two ways: a thesis written for a master's degree program, or an individual or group research project. The amount of writing required depends on the scope and depth of the topic and the research method employed. Additionally, many of the elective offerings require term papers, monographs, or research reports.

#### **ARMED FORCES STAFF COLLEGE**

Major effort on the part of the student is devoted to the research project. Each student selects one of three options: an article for publication, an individual research report, or group research. He conducts orderly research and prepares a 3,000 to 5,000 word written product during research and unscheduled time.

## **COMPUTER INSTRUCTION**

### **AIR COMMAND AND STAFF COLLEGE**

Students are introduced to the general concepts of electronic data processing as a management tool through a 2-hour lecture. They receive a demonstration of a remote computer terminal in seminar rooms and instruction in its use. Students are then assigned tasks to be completed on the terminal at individually scheduled times.

The students also use the remote computer terminals for two exercises, one in cost effectiveness and one in force employment.

A 24-hour elective course is also offered in computer programming.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The Naval War College does not have a formal course in computer science; however, during the management trimester students use the computer for decision analysis with case studies. Terminals and the facilities of the Center for War Gaming are available for faculty and student use and computer science is offered as an elective course.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

Computer Science (26 hours): strictly user-oriented instruction taught under the command area. It provides the commander/staff officer with an appreciation of what the computer can do for him today and in the future. Instruction includes systems concepts, development, fundamentals, flow-charting, and teleprocessing. The student leaves with an overview of automated data processing support, both tactical and administrative, within the Marine Corps.

## ARMY COMMAND AND GENERAL STAFF COLLEGE

All students receive ADP instruction featuring BASIC programming language instruction, problem solving by computer, concept of a data base and its value as a resource, extensive hands-on use of terminals and instruction on major Army-wide standard data processing systems. The elective program offers the student a variety of ADP courses presented by the CGSC faculty and by local colleges and universities. In addition, a cooperative degree program with Kansas State University affords the opportunity to work toward a graduate degree in Computer Science.

Computer support is provided through 53 time sharing interactive terminals (teletype and display) and one high speed remote job entry terminal connected to a large scale government owned computer system (Control Data Corporation 6500) operated by a TRADOC field activity. This system is utilized to enhance instruction throughout the common and elective curricula. In addition an EDP data service center is available 24 hours, 7 days a week for student and faculty use.

## ARMED FORCES STAFF COLLEGE

The school utilizes a Hewlett Packard 2000F computer with one optical display (CRT) and 25 other type terminals, any of which may be located in seminar rooms. The ADP instruction includes an introduction to the BASIC programming language, techniques of programming, problem definition, and presentation of logic guidance. Classroom work consists of six hours of instruction and additional hands-on operating time in the Computer Center.

The computer is used for modeling and as a simulator during the nuclear strike planning block of instruction. It is also used extensively during the major planning exercise in support of Joint Operation Planning System (JOPS) applications. Other uses include text editing, computer-aided instruction, student and faculty guest lecture evaluations, and administrative support programs. The computer facilities are open 24 hours a day, 7 days each week to students, staff, and faculty for curriculum or research support.

## **STUDENT COUNSELING**

### **AIR COMMAND AND STAFF COLLEGE**

Each faculty instructor advises and assists each student in his seminar. Counseling subjects include: test results, academics, communicative skills, military aptitude, periodic progression assessments, and assignments. The USAF Military Personnel Center also presents a briefing and conducts personal conferences on the personnel system and possible assignments.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Individual faculty moderators maintain close personal contact with students in their seminars. They provide all academic counseling and are available for individual tutoring. The Dean of Students and staff of the College of Naval Command and Staff along with the Dean of Administration and his staff are available for professional and non-academic counseling.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

Each student is assigned to a permanent conference group. He is counseled by the conference group faculty adviser on test results, electives, self-paced instruction, the speaking, research and writing programs, and individual progress throughout the year. Special attention is given to counseling in the area of demonstrated leadership performance. The counseling process is continuous.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The counseling program is designed to insure that each resident student receives the degree of personal assistance required to support peak academic performance. Each student is assigned a counselor from among the officers of the College staff and faculty. A counselor will normally have six students to advise. Counselors are usually of the same branch and OPMS specialty of the student. An initial counseling responsibility is the development of the individual programs of study. The counselor is the primary source of faculty assistance to the student throughout the year.

## **ARMED FORCES STAFF COLLEGE**

Each seminar faculty adviser is assigned the responsibility for six students from his Service for counseling and guidance. There are scheduled counseling periods during the conduct of the Individual Research Program, Staff Action Papers, Professional Reading Program, and Joint Planning Problem; and at such other times as deemed necessary. The military personnel offices of each branch of Service make presentations during each class and are allowed time for individual counseling.

## **OFF-DUTY EDUCATION PROGRAM**

### **AIR COMMAND AND STAFF COLLEGE**

Students are free to engage in undergraduate or graduate degree programs during off-duty time in classes conducted by Auburn and Troy State Universities. Auburn offers master's degree in business administration, education, political science, and public administration. Troy State offers master's degree in education, guidance and counseling, and criminal justice. Auburn State University does not differentiate between students who do/do not participate in the graduate program. Student progress is monitored to insure that off-duty education does not significantly interfere with the ACSC program.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Naval War College students are eligible to participate in after hours educational programs offered by local colleges and universities; however, with the heavy academic load in the resident curriculum students are urged to evaluate carefully time available for other programs. The Navy considers graduation from the Naval War College the equivalent of an academic master's degree for assignment and promotion purposes. The Office on Educational Credit of the American Council on Education has recommended 18 hours of graduate credit for the resident courses in areas of 19th and 20th century diplomatic history, political science, international relations, management, and business administration.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

There is no formal provision to obtain undergraduate/graduate degrees at the college.

Off-duty undergraduate/graduate courses are available through Marine Corps Base Education offerings in conjunction with George Washington University, American University, Northern Virginia Community College, and the University of Virginia.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The College does not sponsor an off-duty education program as such, but does incorporate graduate level university courses into the elective curriculum. Students may take as many as nine quarter hours of resident graduate level work as a part of the regular course curriculum. Selected officers may participate in a College sponsored cooperative degree program with one of seven universities. This program offers participants an opportunity to complete advance degree work after six months resident work following graduation from CGSC. The program offers degrees in political science, history, business, speech communications and human relations, public administration, computer science, systems management, procurement and contract management, administration of justice, and logistics management.

## **ARMED FORCES STAFF COLLEGE**

Since the College graduates two classes each year, the five-month time period does not lend itself to an off-duty education program. There is a minimum of six colleges and universities with facilities available in the area if students wish to take advantage of them. The American Council on Education has recommended that graduates be awarded 15 undergraduate credit hours or three postgraduate credit hours for their work at AFSC.

## **FIELD TRIPS**

### **AIR COMMAND STAFF COLLEGE**

The field trip program involves 18 visits during the academic year to various military installations. The entire student body normally visits the firepower demonstration at Fort Bragg, N.C., and groups of 65 volunteers visit 14 other activities. In addition, approximately 60 students visit the Canadian Forces Staff College in Toronto, Ontario, annually. On all field trips except the firepower demonstration and the Canadian visit, participants return to ACSC and present their observations to their seminars. The program provides each student the opportunity to take two or three field trips during the year.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Field trips were discontinued in 1972 to make more funds available for the core curriculum and related academic functions.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

One field trip is scheduled each year in support of the management course to Fort Knox where students attend the Senior Officer's Preventive Maintenance Course.

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Numerous trips are programmed each year to field and command post exercises, as well as to active and reserve installations. Over one quarter of the academic year 75-76 class should participate in one or more of these trips. Major field trips are planned to visit the Canadian Forces Staff College, the Air Command and Staff College, and Reserve Training Exercises. One contingent of personnel will participate in the annual LOGEX Logistical Training Exercise at Camp Pickett, Virginia.

## **ARMED FORCES STAFF COLLEGE**

The program plans for trips, based on availability, to selected military bases and installations. Trips are scheduled to provide coverage of joint training, operational planning, and research and development with ultimate use in military operations. Visits to Naval Amphibious Base, Little Creek; NASA, Langley AFB; and Exercise Bright Sword have met these requirements. The program allows one or two field trips each class for all students.

## **STUDENT EVALUATION PROGRAM**

### **AIR COMMAND AND STAFF COLLEGE**

Area of evaluation are: Achievement Tests, Performance Evaluations, Research Study, and recognition for special achievement. Achievement tests and the research study are graded on a scale of outstanding, excellent, satisfactory, or unsatisfactory. Requirements for graduation are on overall grade of satisfactory and acceptable performance evaluations. Selected officers are designated "Distinguished Graduates."

Officer Training Reports are prepared for all students. at the end of the school year.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Students are graded by examination and observation during each course of instruction following the grading criteria of nationally recognized graduate schools. At graduation approximately the top 5 percent of each class will be designated as having completed the course with highest distinction. Approximately the next 15 percent of each class will be designated as having completed the course with distinction. These awards will be based solely on the computation of the final numerical grade. Student fitness reports will contain positive comments on academic excellence for each course in which a student receives a grade of 3.60 or better and will contain appropriate, positive recognition of students designated distinguished graduates.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

An active testing program has been developed to promote and assess student learning. To the extent possible, students are administered pre-tests, progress tests, post-tests, and retention tests. The ultimate goal of the college is to ensure that each learning objective is evaluated by some means. Criterion - referenced testing is required and student competence is not judged by comparative achievement levels. The criteria for success are pre-selected standards. Students are not rank-ordered academically, and no honor graduates are designated.

Student performance in military briefings, in the research and writing programs and on six major marked requirements, is evaluated upon a numerical scale in which: 100:90 = High Mastery; 89:80 = Mastery; and 79:0 = Non-Mastery.

Students receive subjective evaluations based upon leadership performance demonstrated in a variety of assignments throughout the academic year. Consideration is also given to the students' performance on quarterly physical fitness tests, to his performance in extracurricular activities, and to his contributions to seminars and group projects.

The Director currently prepares fitness reports (or appropriate equivalent for other services) for all U.S. students at the end of the school year. These reports do not contain any comments with regard to class standings since such statistics are not maintained. Source data for the preparation of fitness reports is obtained from the faculty advisers, who submit recommended markings for the approval of the Director.

In the case of Foreign Military Officer students, a report of successful completion of the course is prepared by the Director for transmittal to each student's country.

#### ARMY COMMAND AND GENERAL STAFF COLLEGE

The Department of the Army requires the submission of an academic report on each student together with a transcript. Recognition for academic excellence -- Distinguished Graduate, Honor Graduates (upper 5%), Commandant's List (upper 20%), is noted on the academic report. Additionally, there is a requirement to rate the students as superior, satisfactory, or unsatisfactory in five abilities: writing, extemporaneous speaking, formal oral presentation, contribution to group work, and research ability. Source data for the academic report is obtained from a variety of objective and subjective appraisal instruments.

## **ARMED FORCES STAFF COLLEGE**

The College encourages responsible intellectual freedom with its inherent elements of debate and research. Examinations are used solely for curriculum development, and individual performance is not evaluated. The academic theme is keyed to the graduate level in which free expression of individual opinions and group discussions are expected and encouraged. Formal officer effectiveness reports, academic reports, fitness reports, or appropriate course completion reports are prepared by faculty advisers upon completion of the course.



## COURSE AND INSTRUCTIONAL EVALUATION PROCEDURE

### AIR COMMAND AND STAFF COLLEGE

Curriculum effectiveness is measured by: representative sampling of student reaction to lecturers, seminars, and assigned reading material, which can be critiqued on a daily basis; faculty opinions as to the adequacy of the curriculum to provide a firm basis of understanding of the subject matter presented; feedback provided by comments from individual students; and, correlation of student and faculty opinions with results of achievement tests.

Students are required to critique each area after completion, and the entire course at the end of the year. Questionnaires are distributed biennially to former students within two years after graduation.

### COLLEGE OF NAVAL COMMAND AND STAFF

Student critiques are solicited at the end of each trimester by the academic department concerned. Consolidated results are forwarded to the President via the Dean of Academics. An end-of-year critique solicits general ideas and comments concerning the entire War College program. A civilian curriculum consultant periodically interviews students during the academic year to assess curriculum effectiveness. Follow-on interviews with former students also provide feedback on curriculum content.

### MARINE CORPS COMMAND AND STAFF COLLEGE

The Command and Staff College Course Content Review Board conducts a continuing examination of curriculum effectiveness.

Daily evaluations of instructional subject matter, required reading, and techniques of instruction are conducted by supervisory personnel and selected students using instructional rating forms, guest lecture evaluations, and after-instruction reports. In addition, all students are encouraged to comment on a voluntary basis, orally or in writing, to faculty advisers, or to the Director regarding on-going instruction.

Six months after graduation, questionnaires are sent to the graduate and to his commander for comments and recommendations on the courses of instruction.

#### ARMY COMMAND AND GENERAL STAFF COLLEGE

The Commandant's student curriculum committee is a primary part of the evaluation program. It is a working organization chaired by the class president and composed of at least one student from each section plus selected allied officers. The committee reports to the Director of Resident Instruction on a frequently scheduled basis and at any time on an informal basis. The committee evaluates each phase and term of the academic year and submits a year end written report to the Commandant.

Preprinted comment forms are provided for use and students are encouraged to submit comments to give individual perceptions of subject matter and instructional methods. Individual students are also selected to evaluate each lesson by means of an evaluation questionnaire provided before the lesson is given. The student is asked to submit a constructive evaluation of the lesson content and to make recommendations for improvement.

Questionnaires are distributed at the beginning and during the course to obtain feedback to improve the curriculum. Questionnaires are also sent to selected graduates at intervals after graduation.

Student/faculty seminars are routinely scheduled with a view toward determining better ways of teaching instructional objectives. Student workgroup leaders also periodically meet with the Commandant and Deputy Commandant to discuss instructional matters and to gain feedback from the students on instructional materials. The Commandant's critique of the year, a seminar scheduled by division, is held at the end of each year and allows the students to express their views concerning their year at the College directly to the Commandant.

## **ARMED FORCES STAFF COLLEGE**

Academic evaluation programs have one basic purpose: to assist the College in building the best possible course of instruction. Guest lectures are rated by both students and faculty on the basis of content, fulfillment of unit objective, presentation, and responsiveness to questions. Computer processed mark sense cards are used for these evaluations. In addition, written comments on any facet of instruction may be submitted at any time. Students evaluate each block of instruction separately by submitting an end-of-block questionnaire. End-of-block examinations are administered to measure the academic achievement of the class in attaining prescribed learning objectives. An end-of-course academic survey is also conducted to elicit student opinions on the usefulness and scope of each block of instruction.

Administrative support to the College is evaluated by means of comment cards submitted by students as required on any nonacademic matter. Administrative support comment cards are routed to cognizant officers for appropriate action.



## **BOARD OF CONSULTANTS OR VISITORS**

### **AIR COMMAND AND STAFF COLLEGE**

A 20-member Board of Visitors serving staggered terms is commissioned by the Chief of Staff, U.S. Air Force. It meets annually to examine organization, management, policies, curriculums, methodology, and facilities and to advise on broad policy matters. The board is composed of an optimal mix of educators and business and professional leaders. It divides into panels to examine the different AU schools. The board then presents a report with its views and recommendations to the AU Commander and the Air Staff.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The Board of Advisers, distinguished representatives of education, business, the arts, the sciences, and the military, meet annually to advise the President.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

Adjunct Faculty (Section 7).

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The CGSC Advisory Committee, composed of nine distinguished civilian educators, was chartered in 1967 by the Secretary of the Army. Now in its eighth year of operation, the committee is recognized as having a key role in the governance of the College. It is charged with the responsibility to--

Examine the organization, management, policies, curriculum, instructional methods, facilities, and other operational aspects of the College; and

Provide reviews, advice, and recommendations to the Commandant to assist him in accomplishing the mission of the College.

The committee has consistently applied objective analysis and advice to College problems. The Master of Military Art and Science (MMAS) Degree Program has been of special interest to the committee. Each annual report has included comments and/or recommendations pertaining to the program.

**ARMED FORCES STAFF COLLEGE**

None.

## **PROFESSIONAL JOURNALS**

### **AIR COMMAND AND STAFF COLLEGE**

Air University Review is published to stimulate professional thought covering aerospace doctrines, strategy, tactics, and related techniques. Inputs are received not only from the AU faculty and students, but from contributors throughout the Department of Defense.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The bimonthly Naval War College Review was established in 1948 by the Chief of Naval Personnel to provide recipients with some of the educational benefits available to resident Naval War College students. Lectures and research efforts are selected for publication on the basis of scholarship, usefulness, and timeliness.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

None.

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Military Review--designed to contribute to the professional development of its readers and to further the growth of knowledge in military art and science. The material is selected to present a number of different viewpoints on a broad spectrum of matters relevant to the middle and senior leaders of the U.S. Army. Authors include military men from the Army at large, faculty and students of the military schools, scholars, and other authorities.

### **ARMED FORCES STAFF COLLEGE**

None.



## **NONRESIDENT INSTRUCTION**

### **AIR COMMAND AND STAFF COLLEGE**

Nonresident Seminar Program: 132 seminars consisting of 15-19 students each are active at 100 military bases throughout the U.S. and overseas. Course material is supplied by the resident faculty, and the program closely parallels the resident course. The curriculum is divided into three courses--Military Environment, Command and Management, and Military Employment. The program consists of 80 lessons, each requiring a 2 hour seminar. Students must maintain a satisfactory attendance record and complete three acceptable 2000 word background papers, each with a talking paper and staff summary sheet attached. They must also complete several speaking assignments including four formal presentations to their seminar. The average program completion time is approximately 2 years. The Nonresident program is being compressed during calendar year 1976. Completion time for the course is being shortened to one year and the curriculum is being revised.

Correspondence Program: This program is available to the same individuals as the seminar program and uses the same lesson materials. No speaking or writing assignments are required; however, a satisfactory score must be achieved on a closed book exam at the end of each course. During calendar year 1976 staff communications will be incorporated as a part of the program. Each course has a time limit of one year, and the entire program must be completed in five years. The entire program is valued at 600 hours.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

Through an extensive series of correspondence courses, the Center for Continuing Education furthers the Naval War College's mission of increasing the professional competence of naval officers for higher responsibilities.

These courses reflect and extend the educational benefits of the resident schools curriculum to nonresident U.S. military officers, regular and reserve, and to selected officials in other departments of the U.S. Government.

Course content is reviewed and updated to parallel the resident curriculum, and is organized so that the prospective extension student may pursue only those areas of specific interest to him or may undertake the whole sequence of offerings. Programs are available leading to a special diploma, awarded by the President of the Naval War College, for those officers who desire to complete the full Naval War College Correspondence Course. Additionally, the Off-Campus Seminar Study is a pilot effort to explore the potential for a structured group study program for nonresident, active duty officers, affiliated with the Naval War College. Seminar groups of 10 to 15 officers will meet weekly to complete the 40 week, group-study curriculum. At present, two seminars are meeting in the Washington, D.C. area.

#### MARINE CORPS COMMAND AND STAFF COLLEGE

The Command and Staff College extension course is administered by the Extension School, a part of the Nonresident Instruction Department of the Education Center. It includes two courses organized to closely approximate resident instruction. The first course is pursued by individual study, and the second by group enrollment. The group enrollment mode requires participation in Senior Officer Seminars in addition to the individual submission of regular lessons. The courses are taken on an optional basis. Successful completion is the administrative equivalent of graduation from the Command and Staff College. The resident school develops the curriculum for the extension courses and Senior Officer Seminar.

## **ARMY COMMAND AND GENERAL STAFF COLLEGE**

Several optional programs are available for completion of the CGSC program. These programs are designed to allow for flexibility in the student's schedule. Over 15,000 students are enrolled in one or a combination of these programs. Options include correspondence, U.S. Army Reserve (USAR) Schools, extended resident instruction, and combinations of resident, USAR schools, and correspondence. Interchangeability among these options is permitted to provide even greater flexibility to the student. The USAR schools program currently consists of 93 schools operating in 300 teaching locations. Regardless of the option selected, the final two weeks of instruction are completed in resident at Fort Leavenworth. A nonresident/resident diploma from the USACGSC is awarded each graduate upon successful completion under any of the options.

## **ARMED FORCES STAFF COLLEGE**

None.



## **ACADEMIC COMMUNITY RELATIONS**

### **AIR COMMAND AND STAFF COLLEGE**

The College supports the AU public relations program by providing speakers for functions in the civilian community. Management seminars are provided for civilian institutions when requested.

### **COLLEGE OF NAVAL COMMAND AND STAFF**

The President, Naval War College, is a member of the Rhode Island Council on Higher Education and the Association of American State Colleges and Universities. As part of an open door policy, the Naval War College sponsors seminars with local college students, hosts an annual Military-Media Conference, and welcomes educational/civic organizations on campus to promote better understanding. Distinguished visitors' lectures are often opened to selected segments of the civilian community by invitation. There is an active speaker's bureau.

### **MARINE CORPS COMMAND AND STAFF COLLEGE**

None.

### **ARMY COMMAND AND GENERAL STAFF COLLEGE**

The College supports the Combined Arms Center Speaker's Bureau providing speakers for civic, business, academic, patriotic, and religious audiences. The speaker's bureau averages about 30 speakers and includes staff, faculty, and U.S. and Allied student officers. The College also hosts numerous groups of visitors including ROTC cadets, high school and college students, prominent civilian groups, and foreign visitors. In addition to tours of the facilities, these groups are provided briefings on the College, its mission, curriculum, and other specific areas of interest.

The Commandant and Chief of Staff are members of the Greater Leavenworth Information Council which provides a medium for exchange of information and promotes better understanding between city and county officials, state legislators, Chamber of Commerce members, and institution representatives.

#### **ARMED FORCES STAFF COLLEGE**

The Armed Forces Staff College operates an active "speaker's bureau" which supplies some 15-20 students and faculty/staff members per class to civic, education, and professional groups who request speakers on an individual basis. The Commandant also invites prominent local civilians, on a regular basis, to come to the College for special briefings on the mission and curriculum, and attendance at unclassified guest lectures. Occasionally, local university professors are invited as guest lecturers when the academic topic under study is one for which they are qualified and recognized authorities.

AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY

Maxwell Air Force Base, Alabama

HEADQUARTERS  
AIR UNIVERSITY

COMMANDANT  
VICE COMMANDANT

USA  
USN  
USMC

DIRECTORATE OF  
ADMINISTRATION

DIRECTORATE  
OF  
EVALUATION

DIRECTORATE  
OF NONRESIDENT  
PROGRAMS

DIRECTORATE  
OF STUDENT  
OPERATIONS

RAF/GAF  
ADVISORS

DIRECTORATE OF  
CURRICULUM  
DEPUTY DIRECTOR

EDUCATIONAL  
ADVISOR

CURRICULUM  
MGT DIV

OPERATIONS  
DIV

REPORTS &  
ANALY DIV

ADMIN DIV

WING I

WING II

WING III

WING IV

MIL ENVIRON  
DIV

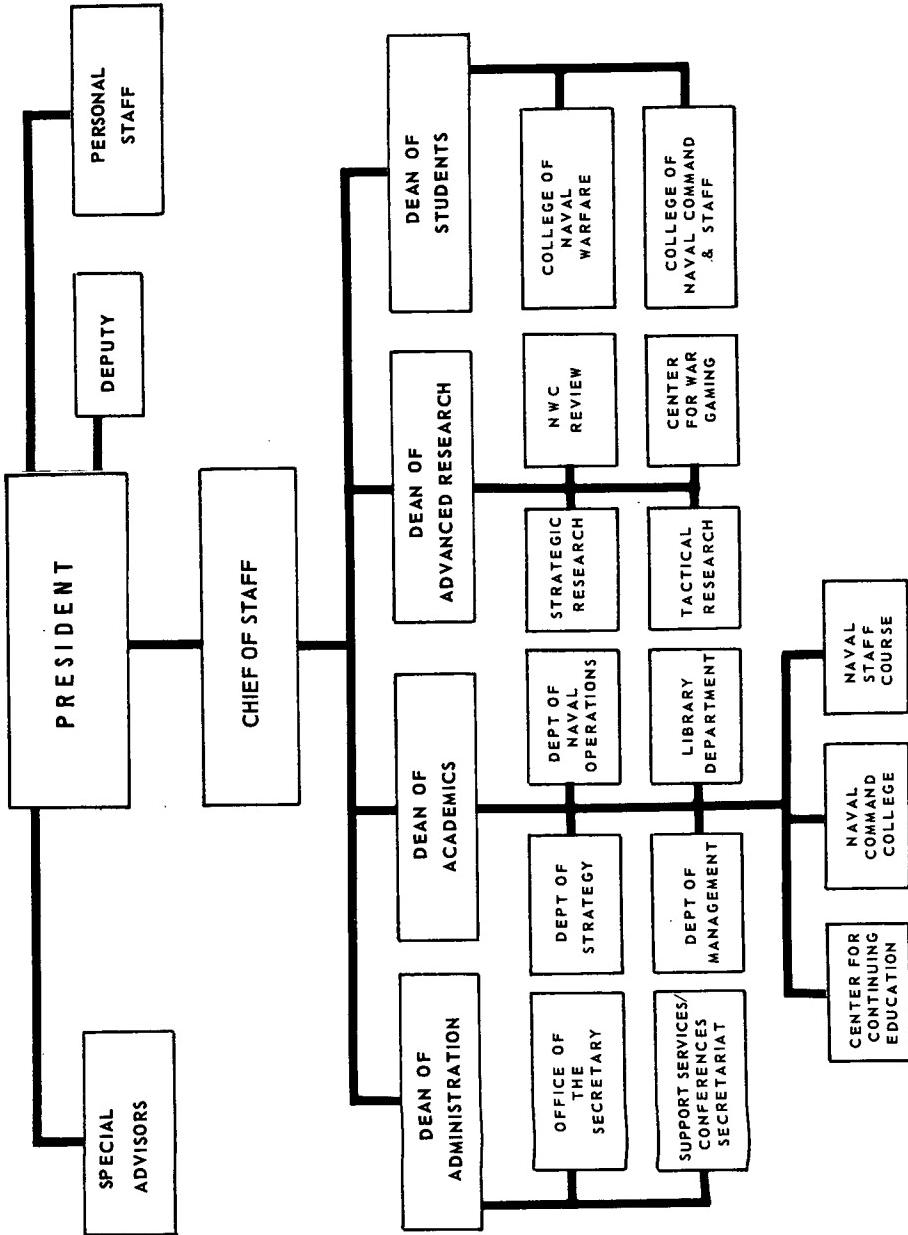
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SPECIAL  
PROGRAMS DIV

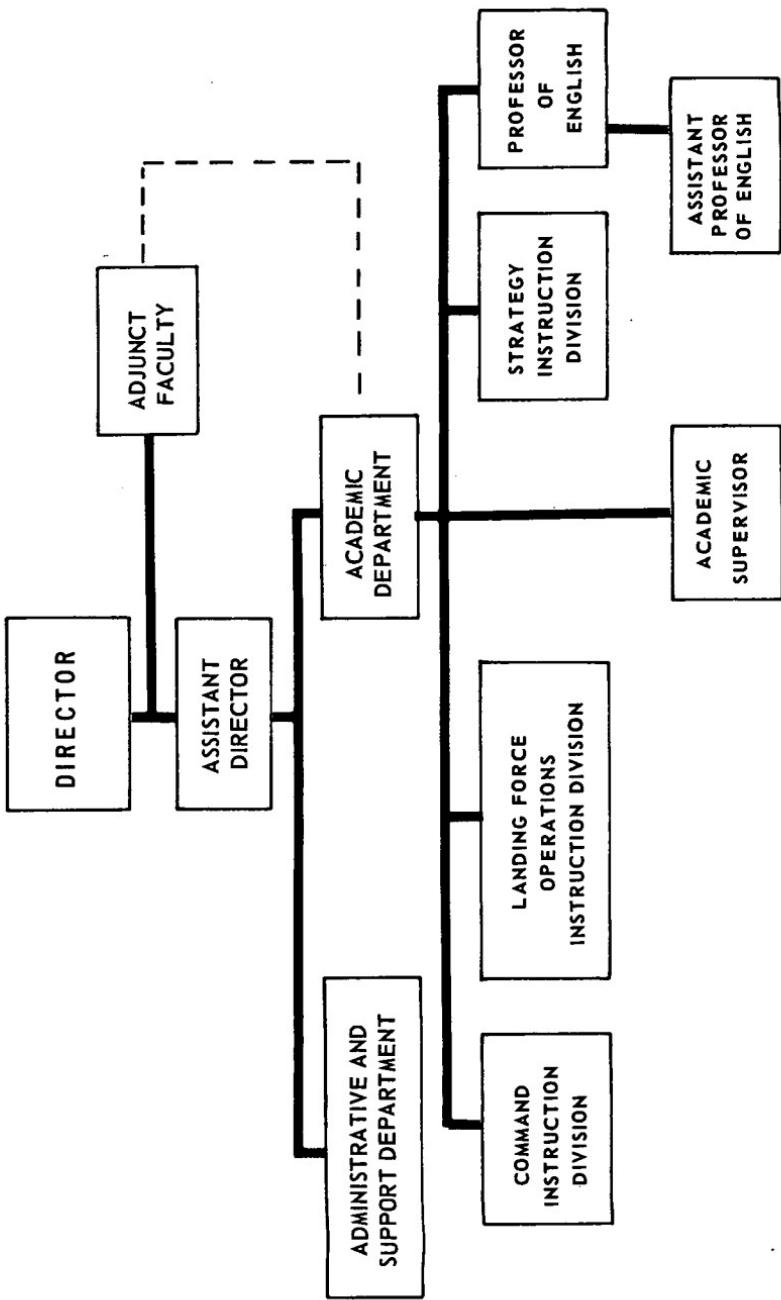


# NAVAL WAR COLLEGE



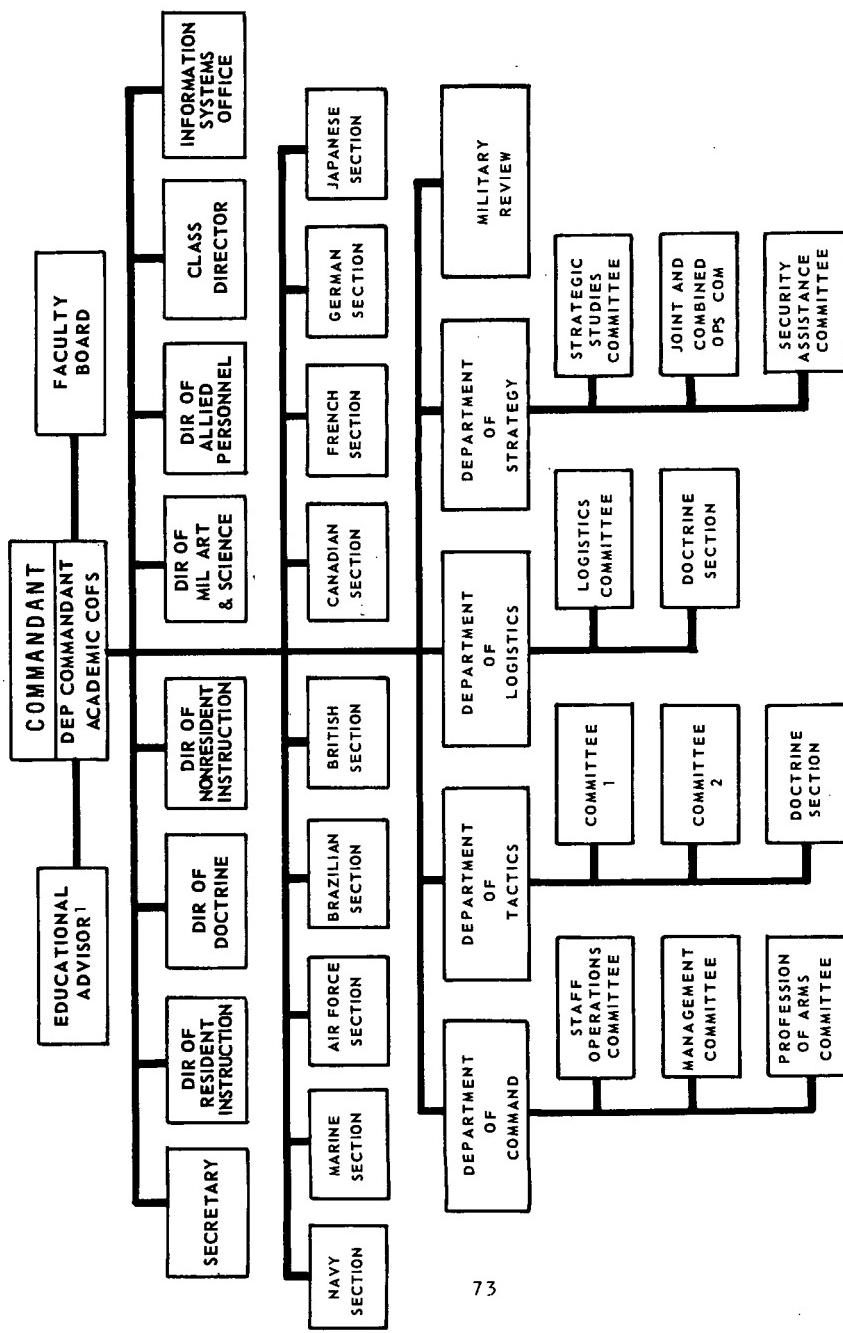


MARINE CORPS COMMAND AND STAFF COLLEGE





**U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE**





## THE ARMED FORCES STAFF COLLEGE ORGANIZATION CHART

